

VU Research Portal

Cross Culture Work:

Smits, K.C.M.

2013

document version

Publisher's PDF, also known as Version of record

[Link to publication in VU Research Portal](#)

citation for published version (APA)

Smits, K. C. M. (2013). *Cross Culture Work: Practices of Collaboration in the Panama Canal Expansion Program*. [PhD-Thesis - Research and graduation internal, Vrije Universiteit Amsterdam]. Next Generation Infrastructures Foundation.

General rights

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal ?

Take down policy

If you believe that this document breaches copyright please contact us providing details, and we will remove access to the work immediately and investigate your claim.

E-mail address:

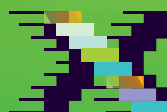
vuresearchportal.ub@vu.nl

Cross Culture Work Practices of Collaboration in the Panama Canal Expansion Program

In the execution of a mega project, collaboration is inevitable. Requiring a combination of skills, knowledge and resources, projects often attract numerous participants each carrying their own cultural background. Consequently, a great variety of cultural differences and similarities, as well as distinctive practices and differing values and interests for participation, emerge when firms and people come together in a project organization. *Cross Culture Work* offers profound insight into the 'people' side of project management. In light of the Panama Canal Expansion Program Karen Smits describes how project participants deal with the cultural complexity in their everyday life. She illustrates the lived experiences of project participants and portrays the practices of collaboration that emerge in the project organization. These vivid accounts and observations emphasize the importance of a cultural perspective in the management of projects and stress the need for explicit attention to cross-cultural collaboration.

Karen Smits is an organizational anthropologist. With a focus on organizational culture, change and development she works as a researcher and advisor in the Latin America region.

The Next Generation Infrastructures Foundation represents an international consortium of knowledge institutions, market players and governmental bodies, which joined forces to cope with the challenges faced by today's and tomorrow's infrastructure systems. The consortium cuts across infrastructure sectors, across disciplinary borders and across national borders, as infrastructure systems themselves do. With the strong participation of practitioners in a concerted knowledge effort with social and engineering scientists, the Foundation seeks to ensure the conditions for utilization of the research results by infrastructure policy makers, regulators and the infrastructure industries.
www.nginfra.nl



NEXT
GENERATION
INFRASTRUCTURES
FOUNDATION



Cross Culture Work
Practices of Collaboration in the Panama Canal Expansion Program

60

Karen Smits



Karen Smits

Cross Culture Work

Practices of Collaboration in the Panama
Canal Expansion Program

60



NEXT
GENERATION
INFRASTRUCTURES
FOUNDATION